The National

CITIZEN SURVEY™

2004

Report of Normative Comparisons for the City of Scottsdale, Arizona

Submitted by:

NATIONAL RESEARCH CENTER, INC.
3005 30th Street • Boulder, CO 80301
tel. 303-444-7863 • fax. 303-441-1145
e-mail: ncs@n-r-c.com • www.n-r-c.com   January 2005

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SURVEY BACKGROUND
ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA).

The National Citizen Survey™ was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The National Citizen Survey™ that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The National Citizen Survey™ is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The National Citizen Survey™ permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

The survey and its administration are standardized to assure high quality survey methods and comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage paid envelopes. Results are statistically reweighted to reflect the proper demographic composition of the entire community. The National Citizen Survey™ customized for this jurisdiction was developed in close cooperation with local jurisdiction staff. The City of Scottsdale staff selected items from a menu of questions about services and community problems; they defined the jurisdiction boundaries NRC used for sampling; and they provided the appropriate letterhead

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and signatures for mailings. City of Scottsdale staff also determined local interest in a variety of add-on options for The National Citizen Survey^{TM} Basic Service.

UNDERSTANDING THE NORMATIVE COMPARISONS

Comparison Data

National Research Center, Inc. has collected citizen surveys conducted in over 400 jurisdictions in the United States. Responses to over 4,000 survey questions dealing with resident perceptions about the quality of community life and services provided by local government were recorded, analyzed and stored in an electronic database.

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
Region	
West Coast[1]	22%
West[2]	16%
North Central West[3]	10%
North Central East[4]	14%
South Central[5]	8%
South[6]	22%
Northeast West[7]	4%
Northeast East[8]	3%
Population	
less than 40,000	25%
40,000 to 74,999	26%
75,000 to 149,000	20%
150,000 or more	29%

[1]*Alaska, Washington, Oregon, California, Hawaii*
[2]*Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico*
[3]*North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota*
[4]*Illinois, Indiana, Ohio, Michigan, Wisconsin*
[5]*Oklahoma, Texas, Louisiana, Arkansas*
[6]*West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC*
[7]*New York, Pennsylvania, New Jersey*
[8]*Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine*

Use of the "Excellent, Good, Fair, Poor" Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is "excellent," "good," "fair" or "poor" (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity is one we did not want to dismiss because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, we have found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents' perceptions of quality in favor of their report on the acceptability of the level of service offered).

Putting Evaluations Onto a 100-Point Scale

Although responses to many of the evaluative questions were made on a 4 point scale with 4 representing the best rating and 1 the worst, many of the results in this summary are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. If everyone reported "excellent," then the result would be 100 on the 100-point scale. Likewise, if all respondents gave a "poor" rating, the result would be 0 on the 100-point scale. If the average rating for quality of life was "good," then the result would be 67 on a 100-point scale; "fair" would be 33 on the 100-point scale. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus 3 points based on all respondents.

Interpreting the Results

Comparisons are provided when similar questions are included in our database, and there are at least five other jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first is the rank assigned to your jurisdiction's rating among jurisdictions where a similar question was asked. The second is the number of jurisdictions that asked a similar question. Third, the rank is expressed as a percentile to indicate its distance from the top score. This rank (5th highest out of 25 jurisdictions' results, for example) translates to a percentile (the 80th percentile in this example). A percentile indicates the percent of jurisdictions with identical or lower ratings. Therefore, a rating at the 80th percentile would mean that your jurisdiction's rating is equal to or better than 80 percent of the ratings from other jurisdictions. Conversely, 20 percent of the jurisdictions where a similar question was asked had higher ratings.

Alongside the rank and percentile appears a comparison: "above the norm," "below the norm" or "similar to the norm." This evaluation of "above," "below" or "similar to" comes from a statistical comparison of your jurisdiction's rating to the norm (the average rating from all the comparison jurisdictions where a similar question was asked). Differences of 3 or more points on the 100-point scale between your jurisdiction's ratings and the average based on the appropriate comparisons from the database are considered "statistically significant," and thus are marked as "above" or "below" the norm. When differences between your jurisdiction's ratings and the national norms are less than 3 points, they are marked as "similar to" the norm.

The data are represented visually in a chart that accompanies each table. Your jurisdiction's percentile for each compared item is marked with a black line on the chart.

**For Scottsdale, two tables have been produced for each set of questions. In the first, comparisons are made to all jurisdictions in the (always labeled as a Figure "b"). In the second, comparisons are made to all jurisdictions in the database that are geographically located in the western region (always labeled as a Figure "c"). For each set of questions, a chart

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precedes the two tables (always labeled as a Figure "a"). The chart's numbers reflect the table labeled Figure "b", and graphically represents the percentile of each item, compared to the customized set of jurisdictions in the database. This percentile is marked as a black line on the chart.
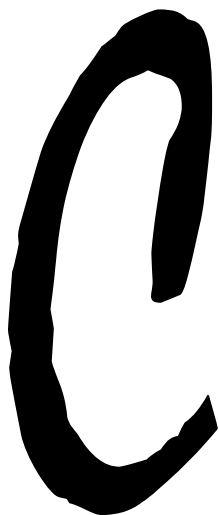
COMPARISONS

Figure 1a: Quality of Life Ratings (National)
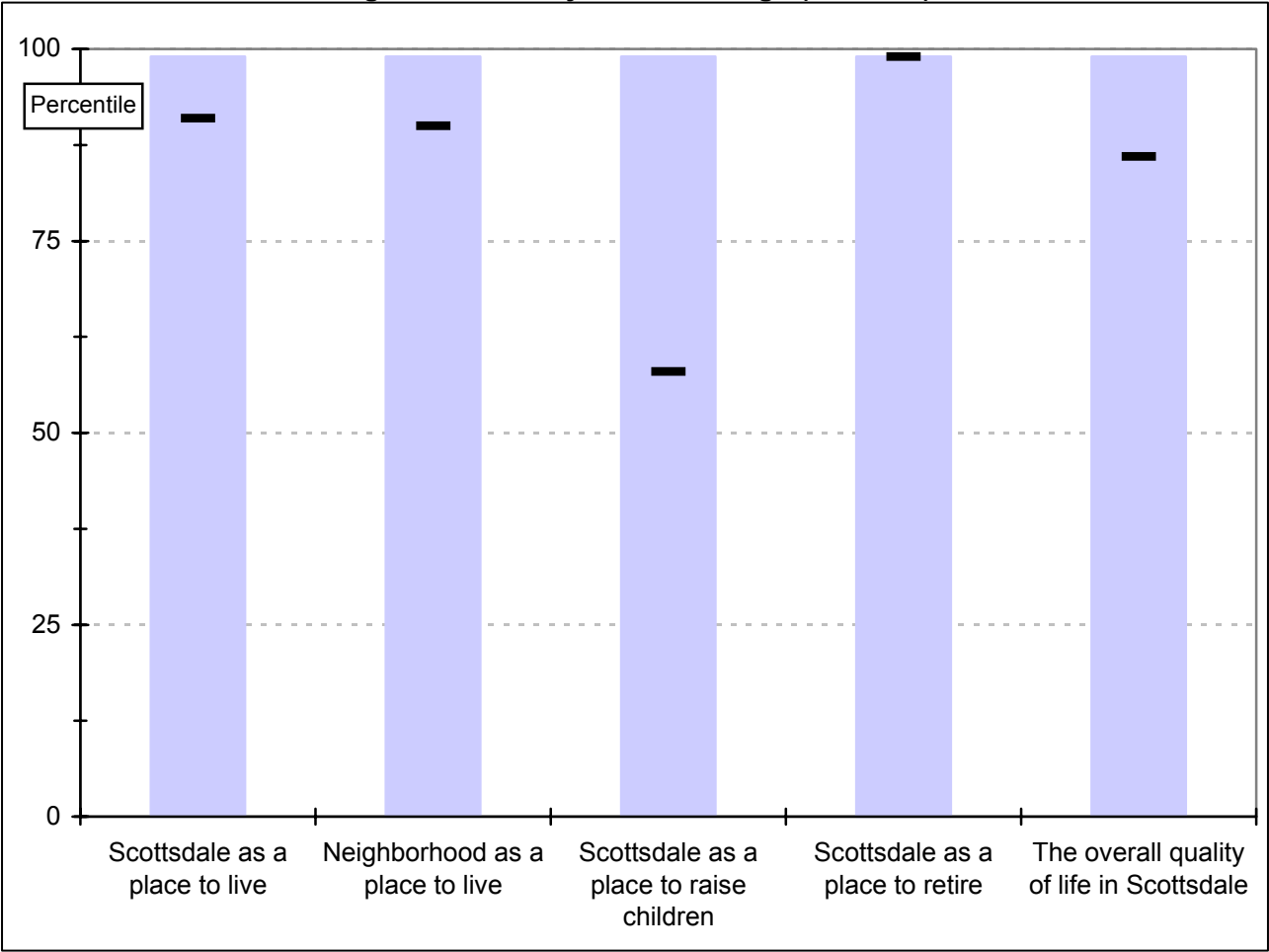
Figure 1b: Quality of Life Ratings (National)					
	City of Scottsdale Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Scottsdale Percentile**	**Comparison of Scottsdale Rating to Norm**
Scottsdale as a place to live	83	22	230	91%ile	above the norm
Neighborhood as a place to live	78	11	99	90%ile	above the norm
Scottsdale as a place to raise children	70	54	125	58%ile	above the norm
Scottsdale as a place to retire	77	2	101	99%ile	above the norm
The overall quality of life in Scottsdale	78	25	177	86%ile	above the norm

Figure 1c: Quality of Life Ratings (Regional)					
	City of Scottsdale Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Scottsdale Percentile**	**Comparison of Scottsdale Rating to Norm**
Scottsdale as a place to live	83	6	49	90%ile	above the norm
Neighborhood as a place to live	78	3	30	93%ile	above the norm
Scottsdale as a place to raise children	70	13	36	67%ile	above the norm
Scottsdale as a place to retire	77	2	30	97%ile	above the norm
The overall quality of life in Scottsdale	78	6	52	90%ile	above the norm

Figure 2a: Characteristics of the Community: General and Opportunities (National)
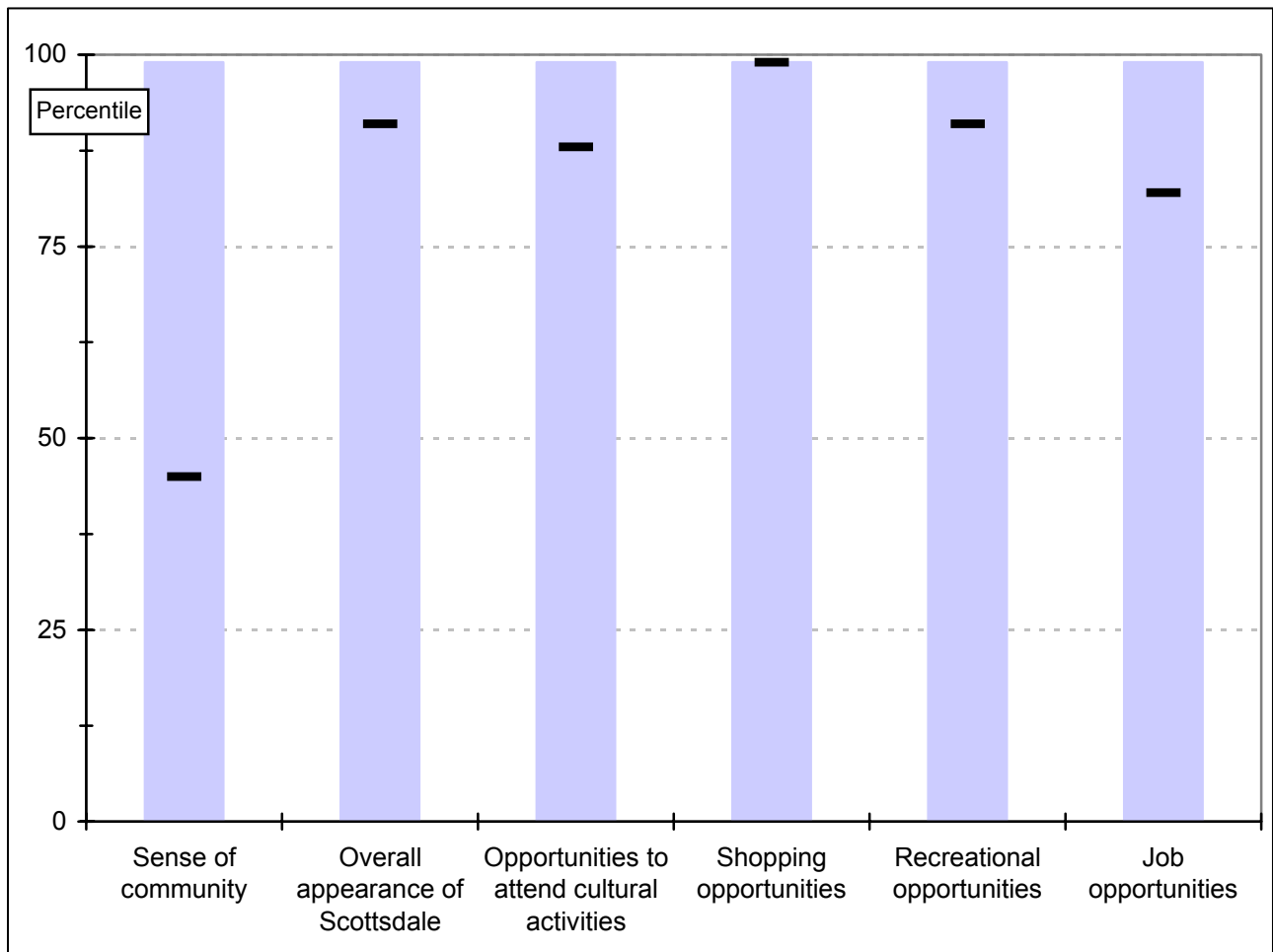

Figure 2b: Characteristics of the Community: General and Opportunities (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Sense of community	53	45	80	45%ile	similar to the norm
Overall appearance of Scottsdale	76	11	110	91%ile	above the norm
Opportunities to attend cultural activities	68	12	88	88%ile	above the norm
Shopping opportunities	87	2	87	99%ile	above the norm
Recreational opportunities	72	11	106	91%ile	above the norm
Job opportunities	51	25	130	82%ile	above the norm

Figure 2c: Characteristics of the Community: General and Opportunities (Regional)					
	City of Scottsdale Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Scottsdale Percentile**	**Comparison of Scottsdale Rating to Norm**
Sense of community	53	13	28	57%ile	similar to the norm
Overall appearance of Scottsdale	76	5	33	88%ile	above the norm
Opportunities to attend cultural activities	68	4	27	89%ile	above the norm
Shopping opportunities	87	1	30	100%ile	above the norm
Recreational opportunities	72	3	32	94%ile	above the norm
Job opportunities	51	7	34	82%ile	above the norm

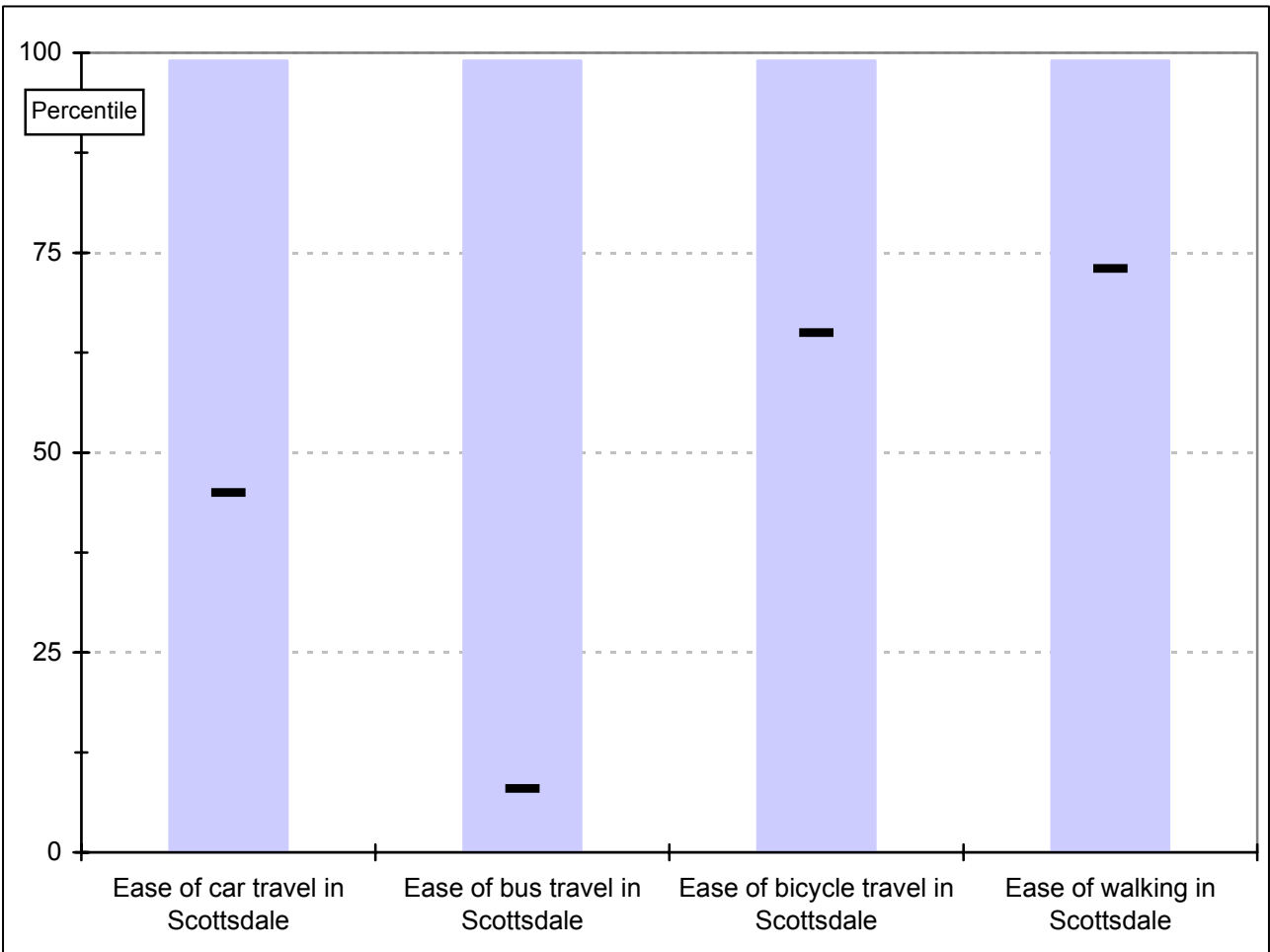**Figure 3a: Characteristics of the Community: Mobility (National)**

Figure 3b: Characteristics of the Community: Mobility (National)

	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Ease of car travel in Scottsdale	49	47	84	45%ile	similar to the norm
Ease of bus travel in Scottsdale	29	37	39	8%ile	below the norm
Ease of bicycle travel in Scottsdale	54	25	69	65%ile	above the norm
Ease of walking in Scottsdale	60	16	55	73%ile	above the norm

Figure 3c: Characteristics of the Community: Mobility (Regional)					
	City of Scottsdale Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Scottsdale Percentile**	**Comparison of Scottsdale Rating to Norm**
Ease of car travel in Scottsdale	49	13	26	54%ile	similar to the norm
Ease of bus travel in Scottsdale	29	14	14	7%ile	below the norm
Ease of bicycle travel in Scottsdale	54	8	18	61%ile	similar to the norm
Ease of walking in Scottsdale	60	5	16	75%ile	above the norm

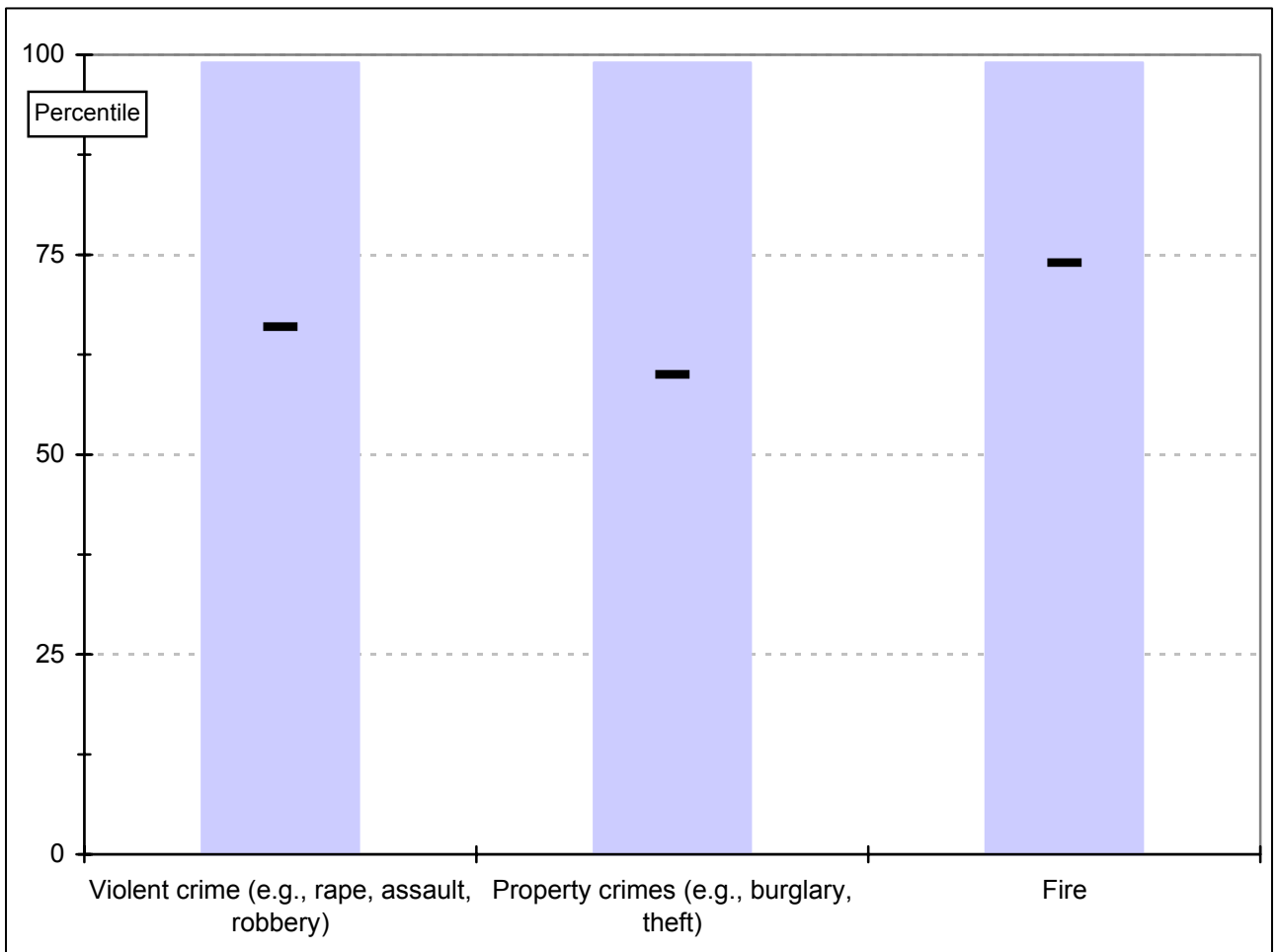**Figure 4a: Ratings of Safety from Various Problems (National)**

Figure 4b: Ratings of Safety From Various Problems (National)					
	City of Scottsdale Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Scottsdale Percentile**	**Comparison of Scottsdale Rating to Norm**
Violent crime (e.g., rape, assault, robbery)	75	28	80	66%ile	above the norm
Property crimes (e.g., burglary, theft)	63	33	80	60%ile	above the norm
Fire	78	21	78	74%ile	above the norm

Figure 4c: Ratings of Safety From Various Problems (Regional)					
	City of Scottsdale Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Scottsdale Percentile**	**Comparison of Scottsdale Rating to Norm**
Violent crime (e.g., rape, assault, robbery)	75	9	24	67%ile	above the norm
Property crimes (e.g., burglary, theft)	63	10	24	63%ile	above the norm
Fire	78	5	24	83%ile	above the norm

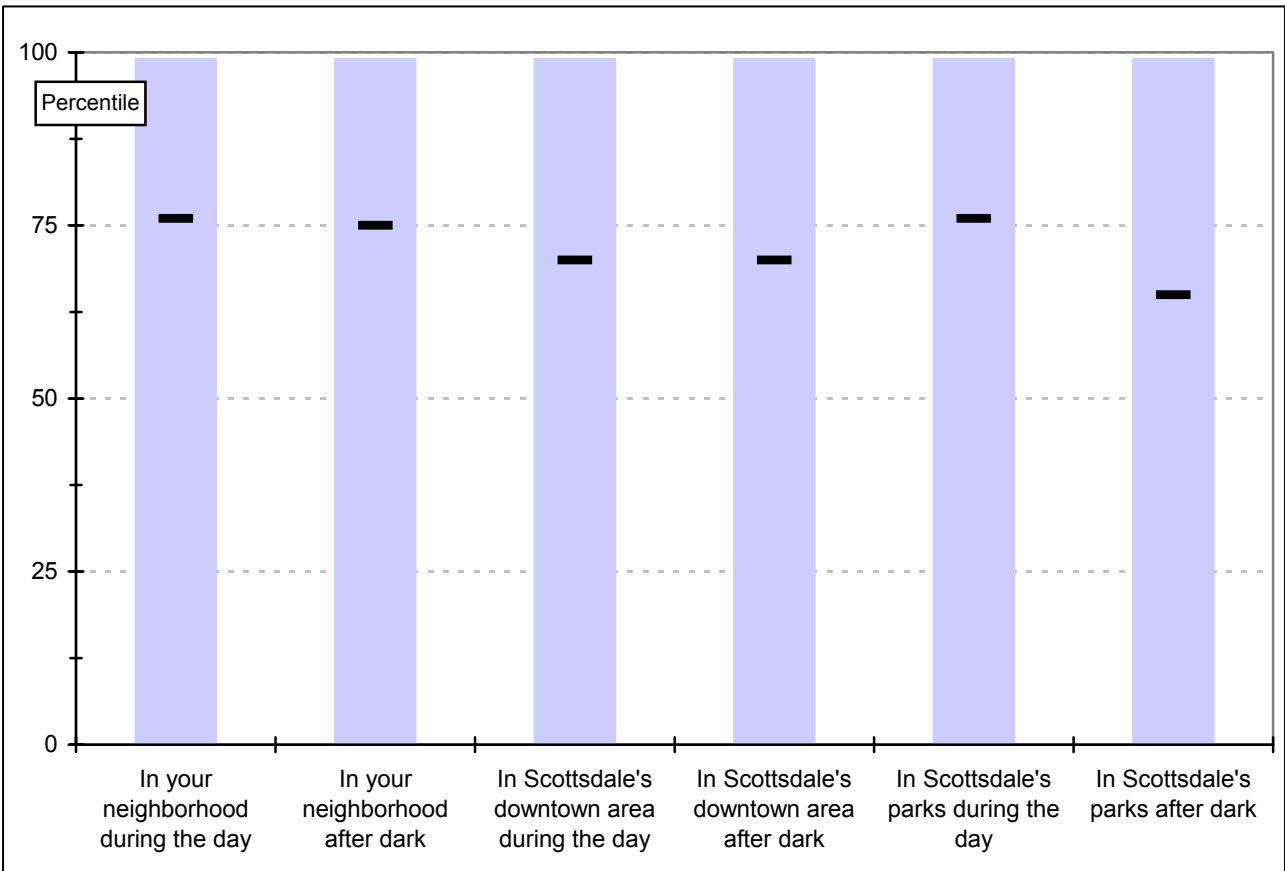**Figure 5a: Ratings of Safety in Various Areas (National)**

Figure 5b: Ratings of Safety in Various Areas (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
In your neighborhood during the day	92	22	89	76%ile	above the norm
In your neighborhood after dark	77	45	179	75%ile	above the norm
In Scottsdale's downtown area during the day	90	24	77	70%ile	above the norm
In Scottsdale's downtown area after dark	69	32	102	70%ile	above the norm
In Scottsdale's parks during the day	88	21	82	76%ile	above the norm
In Scottsdale's parks after dark	55	28	77	65%ile	above the norm

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Figure 5c: Ratings of Safety in Various Areas (Regional)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
In your neighborhood during the day	92	7	26	77%ile	above the norm
In your neighborhood after dark	77	10	39	77%ile	above the norm
In Scottsdale's downtown area during the day	90	9	24	67%ile	above the norm
In Scottsdale's downtown area after dark	69	10	26	65%ile	above the norm
In Scottsdale's parks during the day	88	6	24	79%ile	above the norm
In Scottsdale's parks after dark	55	9	24	67%ile	above the norm

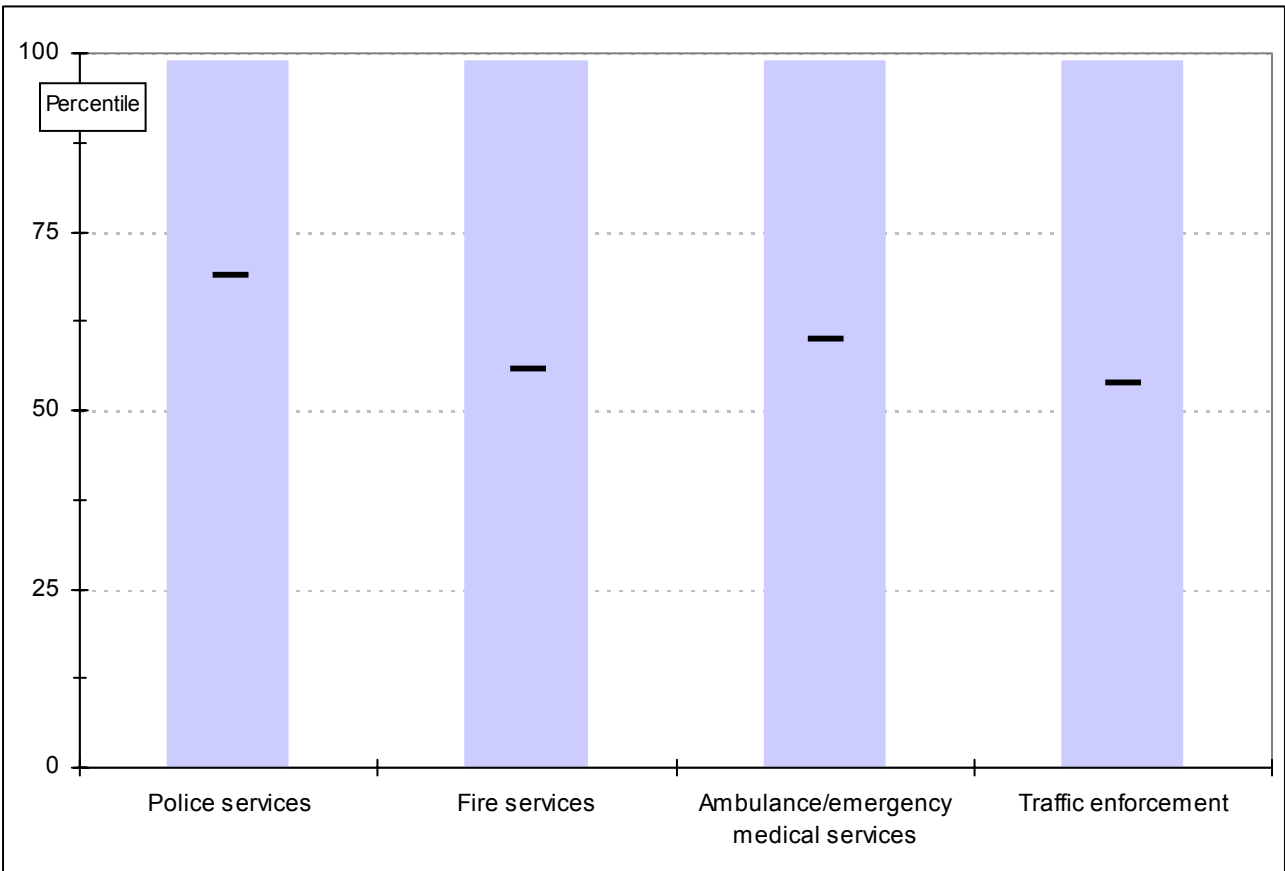**Figure 6a: Quality of Public Safety Services (National)**

Figure 6b: Quality of Public Safety Services (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Police services	71	108	340	69%ile	above the norm
Fire services	77	118	263	56%ile	similar to the norm
Ambulance/emergency medical services	77	69	171	60%ile	similar to the norm
Traffic enforcement	57	70	150	54%ile	similar to the norm

Figure 6c: Quality of Public Safety Services (Regional)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Police services	71	36	96	64%ile	similar to the norm
Fire services	77	33	65	51%ile	similar to the norm
Ambulance/emergency medical services	77	17	44	64%ile	above the norm
Traffic enforcement	57	17	43	63%ile	similar to the norm

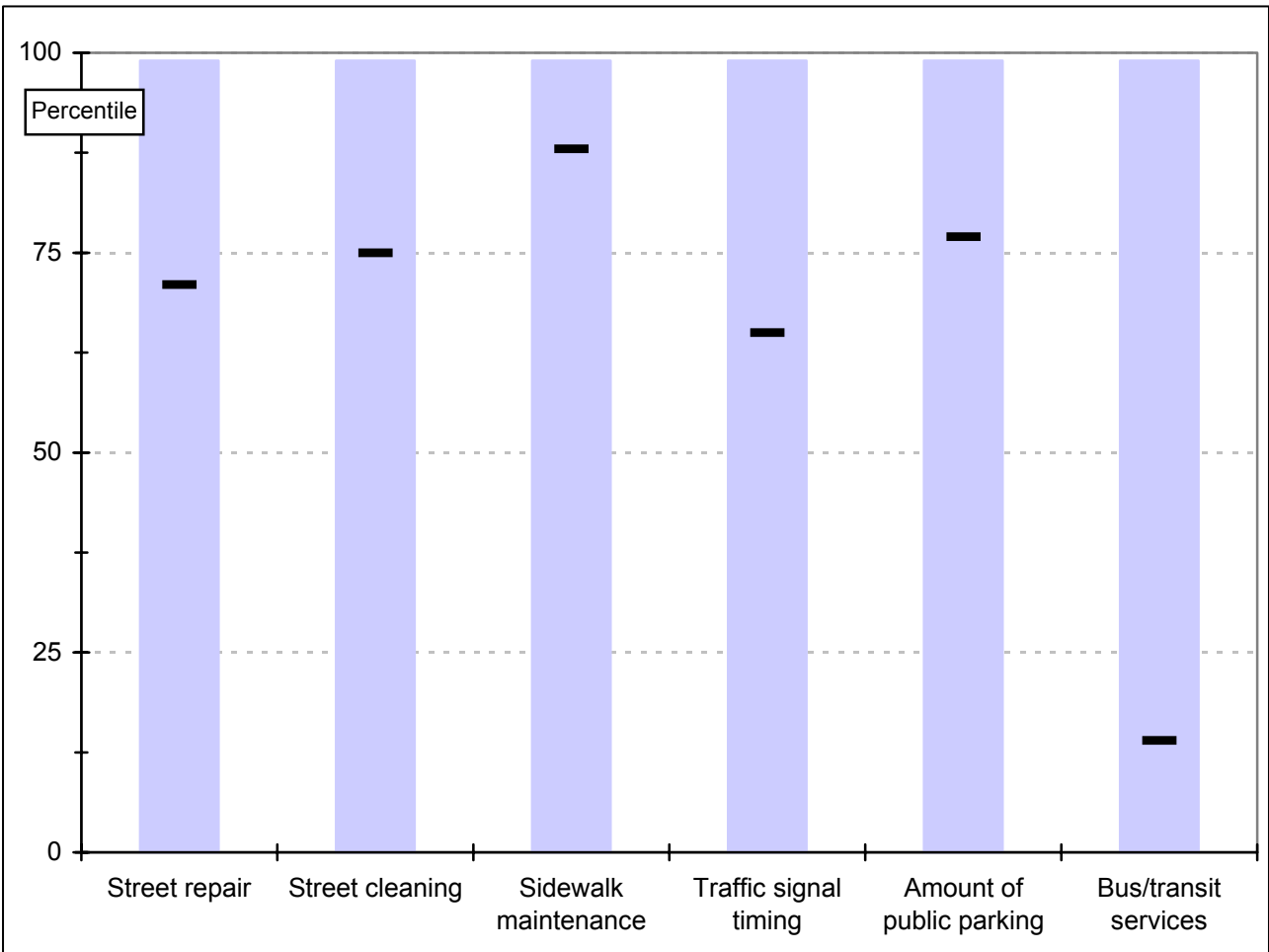## Figure 7a: Quality of Transportation Services (National)

Figure 7b: Quality of Transportation Services (National)

	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Street repair	56	76	255	71%ile	above the norm
Street cleaning	64	42	165	75%ile	above the norm
Sidewalk maintenance	62	13	98	88%ile	above the norm
Traffic signal timing	49	26	72	65%ile	similar to the norm
Amount of public parking	50	12	48	77%ile	above the norm
Bus/transit services	39	84	97	14%ile	below the norm

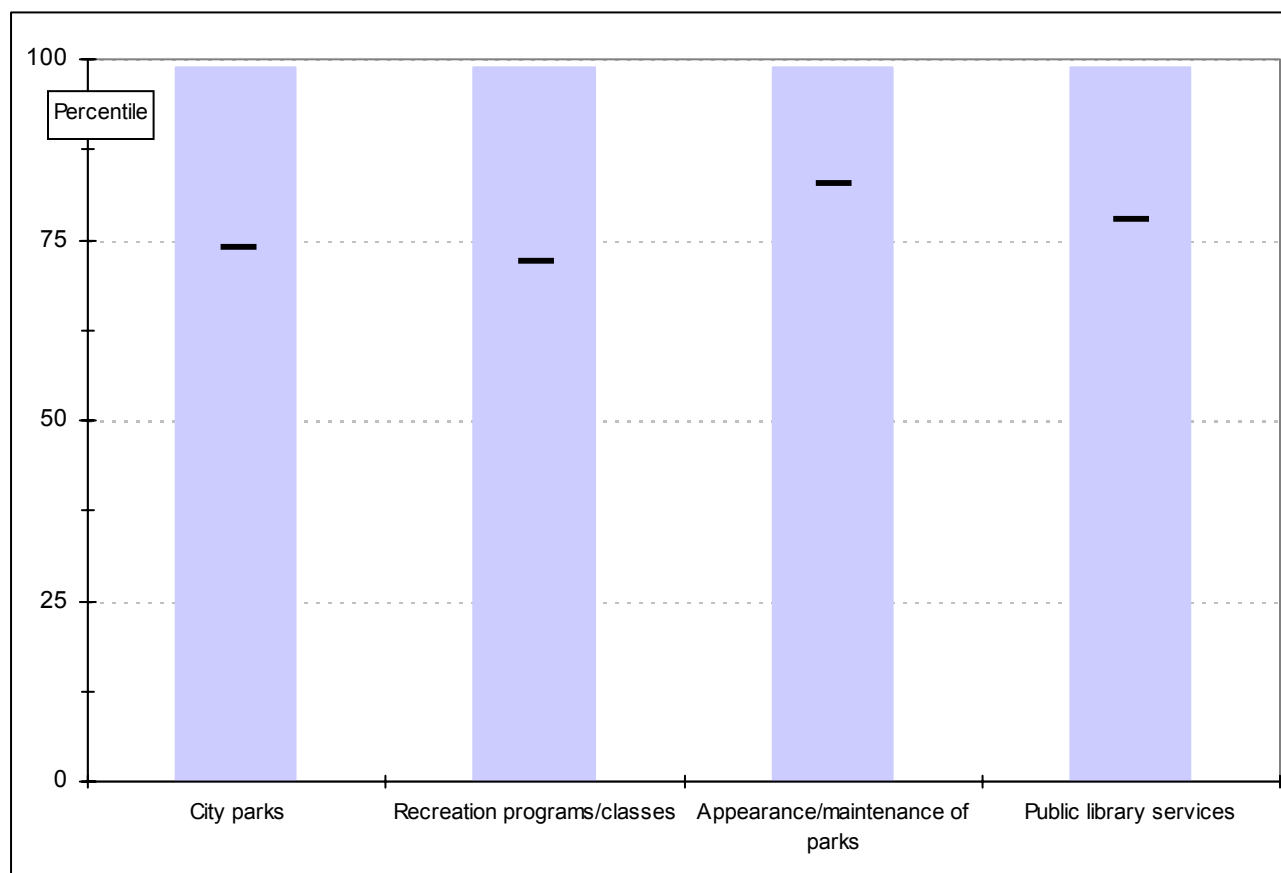| Figure 7c: Quality of Transportation Services (Regional)					
	City of Scottsdale Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Scottsdale Percentile**	**Comparison of Scottsdale Rating to Norm**
Street repair	56	23	85	74%ile	above the norm
Street cleaning	64	11	52	81%ile	above the norm
Sidewalk maintenance	62	6	31	84%ile	above the norm
Traffic signal timing	49	7	24	75%ile	above the norm
Amount of public parking	50	4	16	81%ile	above the norm
Bus/transit services	39	28	30	10%ile	below the norm

Figure 8a: Quality of Leisure Services (National)

Figure 8b: Quality of Leisure Services (National)					
	City of Scottsdale Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Scottsdale Percentile**	**Comparison of Scottsdale Rating to Norm**
City parks	74	44	168	74%ile	above the norm
Recreation programs or classes	71	53	187	72%ile	above the norm
Appearance/maintenance of parks	74	31	174	83%ile	above the norm
Public library services	77	50	225	78%ile	above the norm

Figure 8c: Quality of Leisure Services (Regional)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
City parks	74	17	57	72%ile	above the norm
Recreation programs or classes	71	17	68	76%ile	above the norm
Appearance/maintenance of parks	74	10	62	85%ile	above the norm
Public library services	77	14	57	77%ile	above the norm

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Figure 9a: Quality of Utility Services (National)

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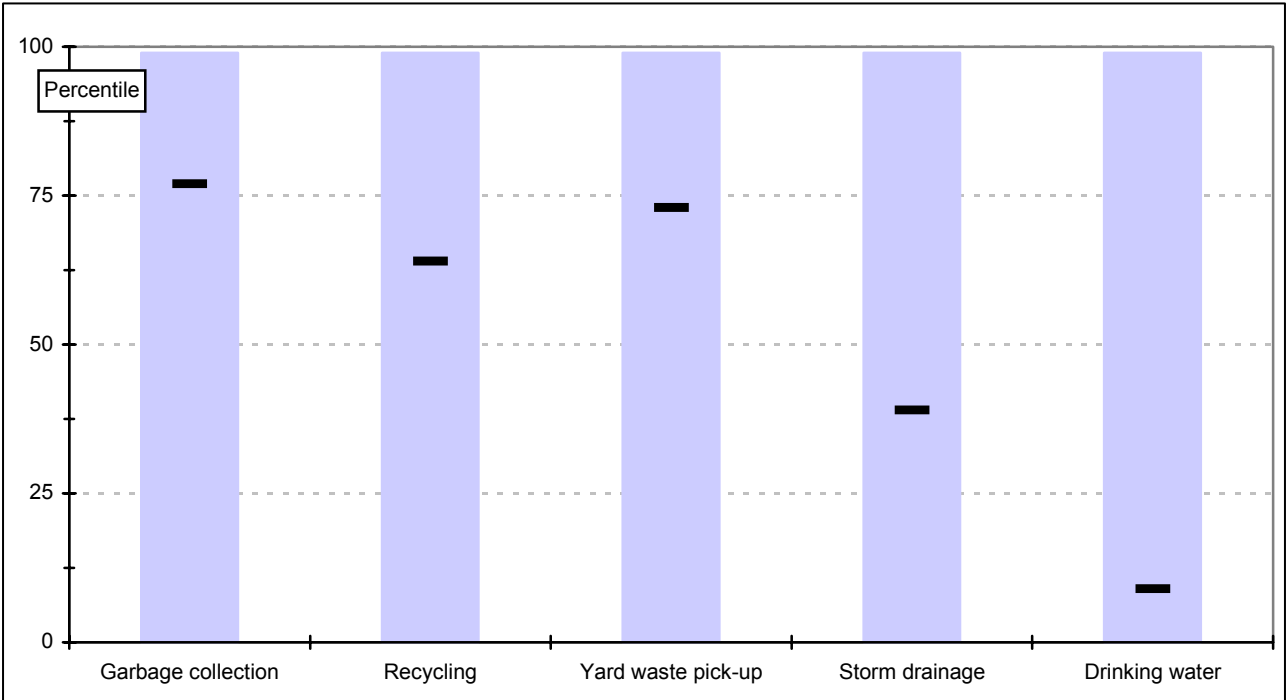
Figure 9b: Quality of Utility Services (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Garbage collection	77	50	215	77%ile	above the norm
Recycling	72	62	168	64%ile	above the norm
Yard waste pick-up	69	20	71	73%ile	above the norm
Storm drainage	50	86	139	39%ile	similar to the norm
Drinking water	38	120	131	9%ile	below the norm

	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Figure 9c: Quality of Utility Services (Regional)					
Garbage collection	77	12	56	80%ile	above the norm
Recycling	72	17	43	63%ile	above the norm
Yard waste pick-up	69	4	9	67%ile	above the norm
Storm drainage	50	21	34	41%ile	below the norm
Drinking water	38	38	42	12%ile	below the norm

Figure 10a: Quality of Planning and Code Enforcement Services (National)
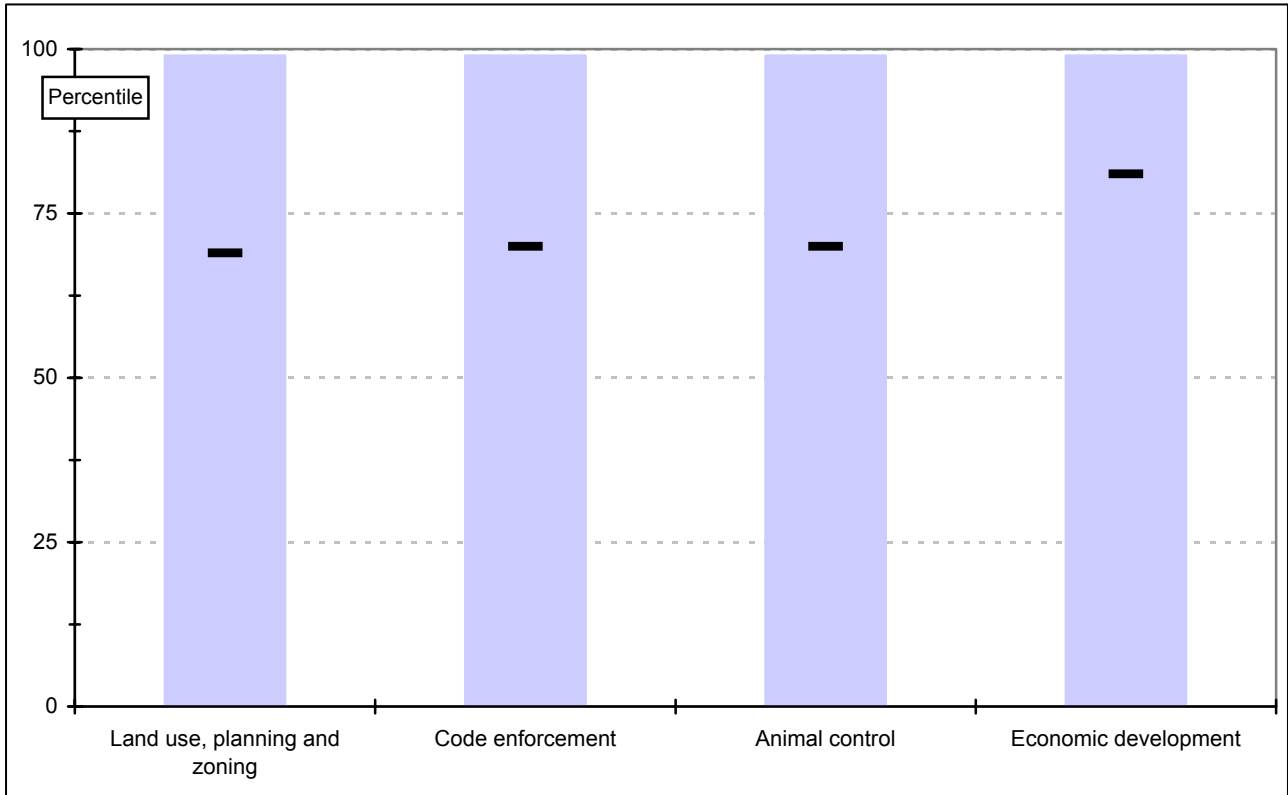
Figure 10b: Quality of Planning and Code Enforcement Services (National)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Land use, planning and zoning	48	33	103	69%ile	above the norm
Code enforcement	53	50	164	70%ile	above the norm
Animal control	62	42	138	70%ile	above the norm
Economic development	58	18	88	81%ile	above the norm

Figure 10c: Quality of Planning and Code Enforcement Services (Regional)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Land use, planning and zoning	48	10	37	76%ile	above the norm
Code enforcement	53	16	58	74%ile	above the norm
Animal control	62	10	44	80%ile	above the norm
Economic development	58	5	26	85%ile	above the norm

Figure 11a: Quality of Services to Special Populations and Other Services (National)
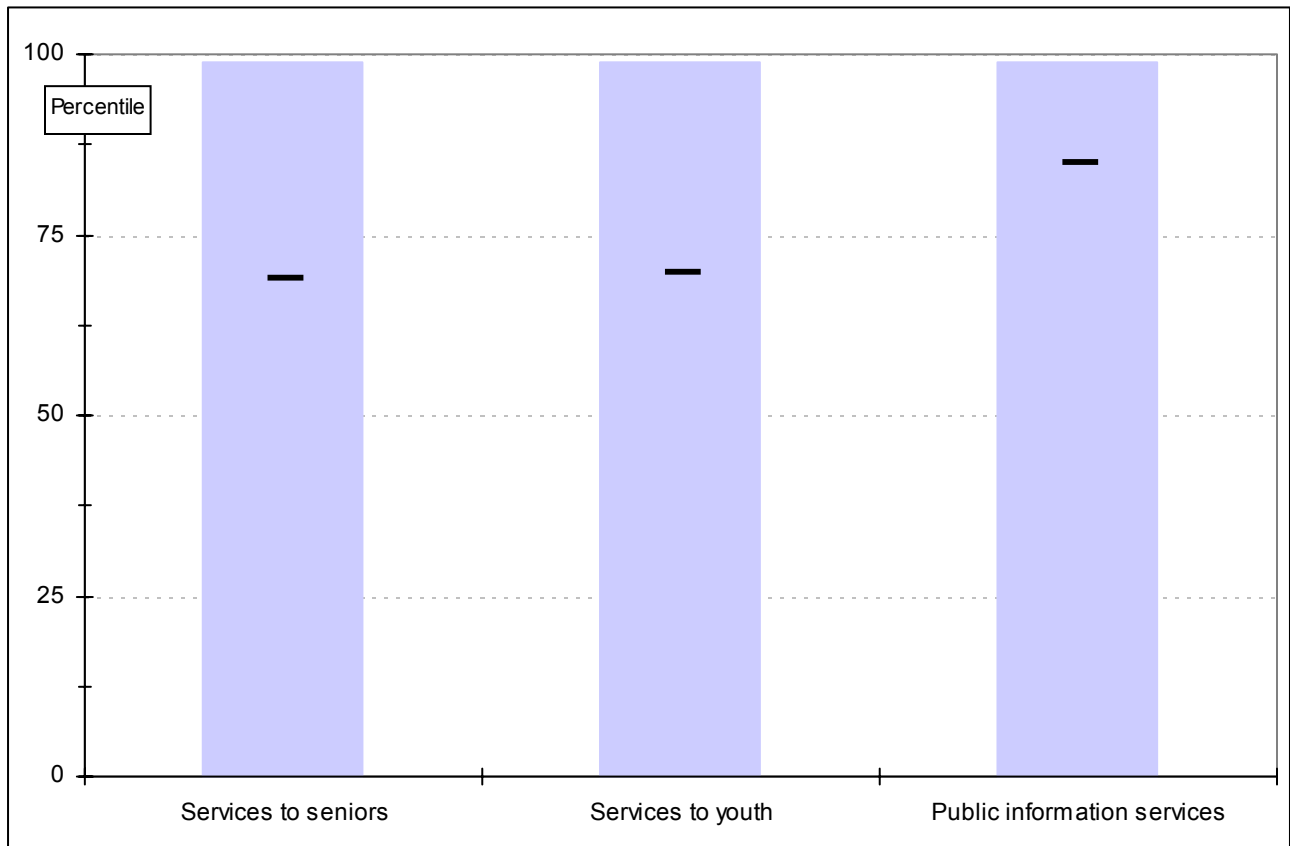
Figure 11b: Quality of Services to Special Populations and Other Services (National)

	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Services to seniors	65	39	124	69%ile	above the norm
Services to youth	59	34	111	70%ile	above the norm
Public information services	65	18	112	85%ile	above the norm

Figure 11c: Quality of Services to Special Populations and Other Services (Regional)					
	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Services to seniors	65	18	44	61%ile	similar to the norm
Services to youth	59	13	36	67%ile	above the norm
Public information services	65	5	25	84%ile	above the norm

Figure 12a: Overall Quality of Services (National)
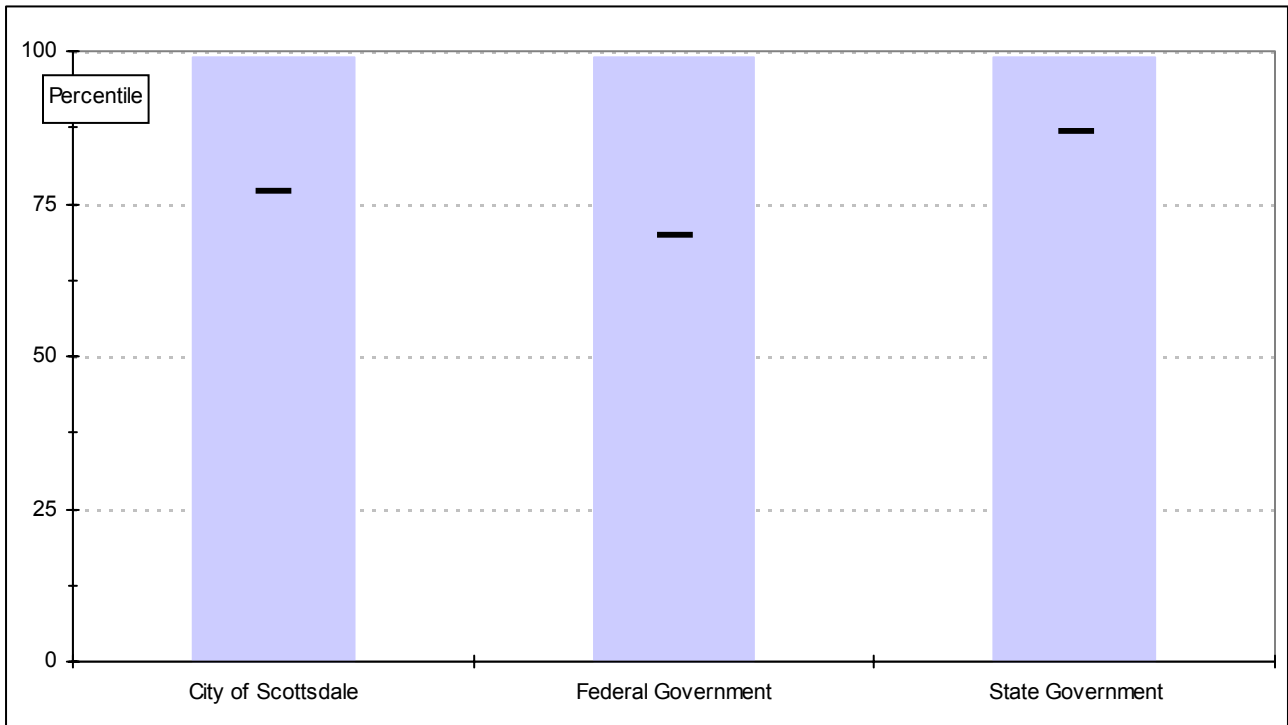
Figure 12b: Overall Quality of Services (National)

	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Services provided by the City of Scottsdale	71	45	189	77%ile	above the norm
Services provided by the Federal Government	47	22	69	70%ile	similar to the norm
Services provided by the State Government	49	10	69	87%ile	above the norm

Figure 12c: Overall Quality of Services (Regional)

	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
Services provided by the City of Scottsdale	71	12	59	81%ile	above the norm
Services provided by the Federal Government	47	3	23	91%ile	above the norm
Services provided by the State Government	49	1	23	100%ile	above the norm

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Figure 13a: Ratings of Contact with City Employees (National)
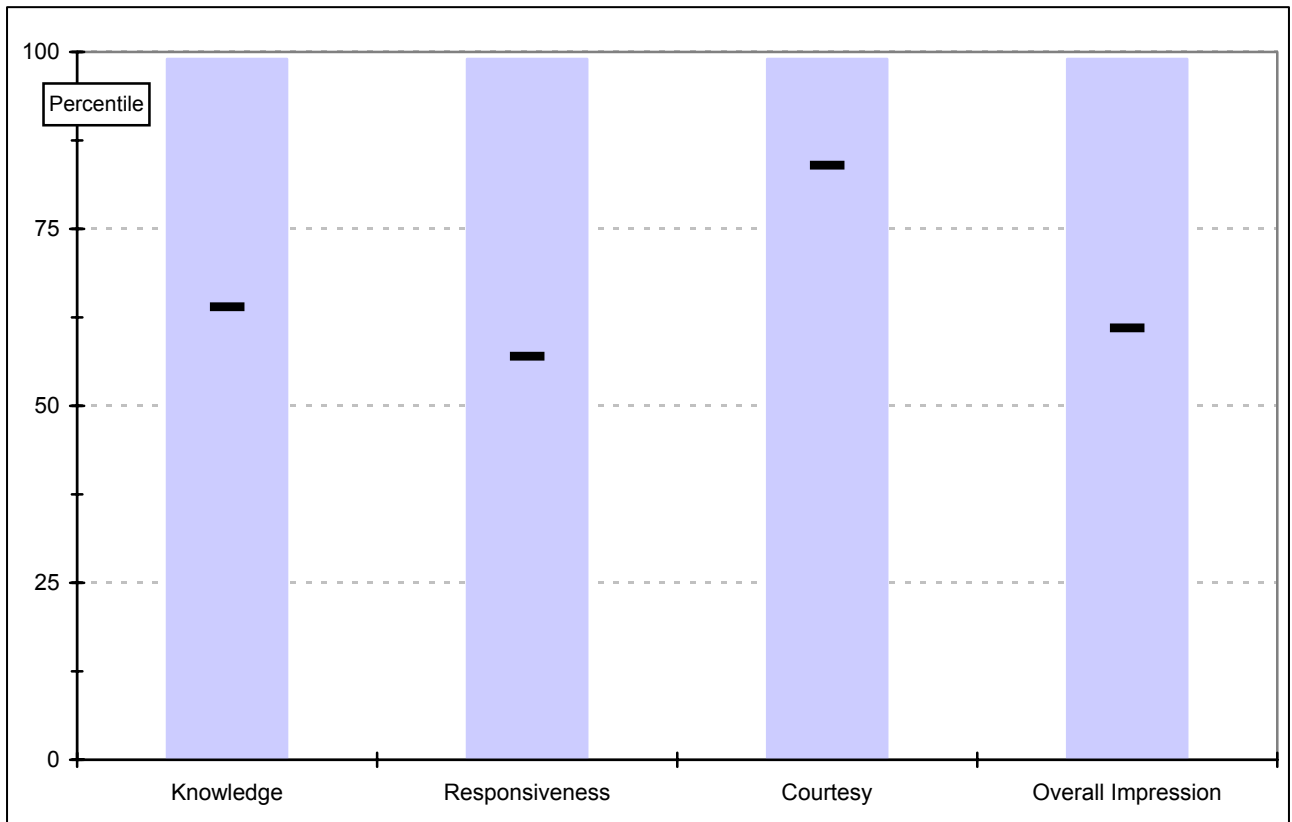
Figure 13b: Ratings of Contact with the City Employees (National)					
	City of Scottsdale Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Scottsdale Percentile**	**Comparison of Scottsdale Rating to Norm**
Knowledge	74	44	118	64%ile	above the norm
Responsiveness	69	54	124	57%ile	similar to the norm
Courtesy	75	15	86	84%ile	above the norm
Overall Impression	71	60	150	61%ile	similar to the norm

Figure 13c: Ratings of Contact with the City Employees (Regional)					
	City of Scottsdale Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Scottsdale Percentile**	**Comparison of Scottsdale Rating to Norm**
Knowledge	74	14	40	68%ile	above the norm
Responsiveness	69	13	39	69%ile	above the norm
Courtesy	75	3	25	92%ile	above the norm
Overall Impression	71	17	48	67%ile	similar to the norm

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Figure 14a: Ratings of Public Trust (National)
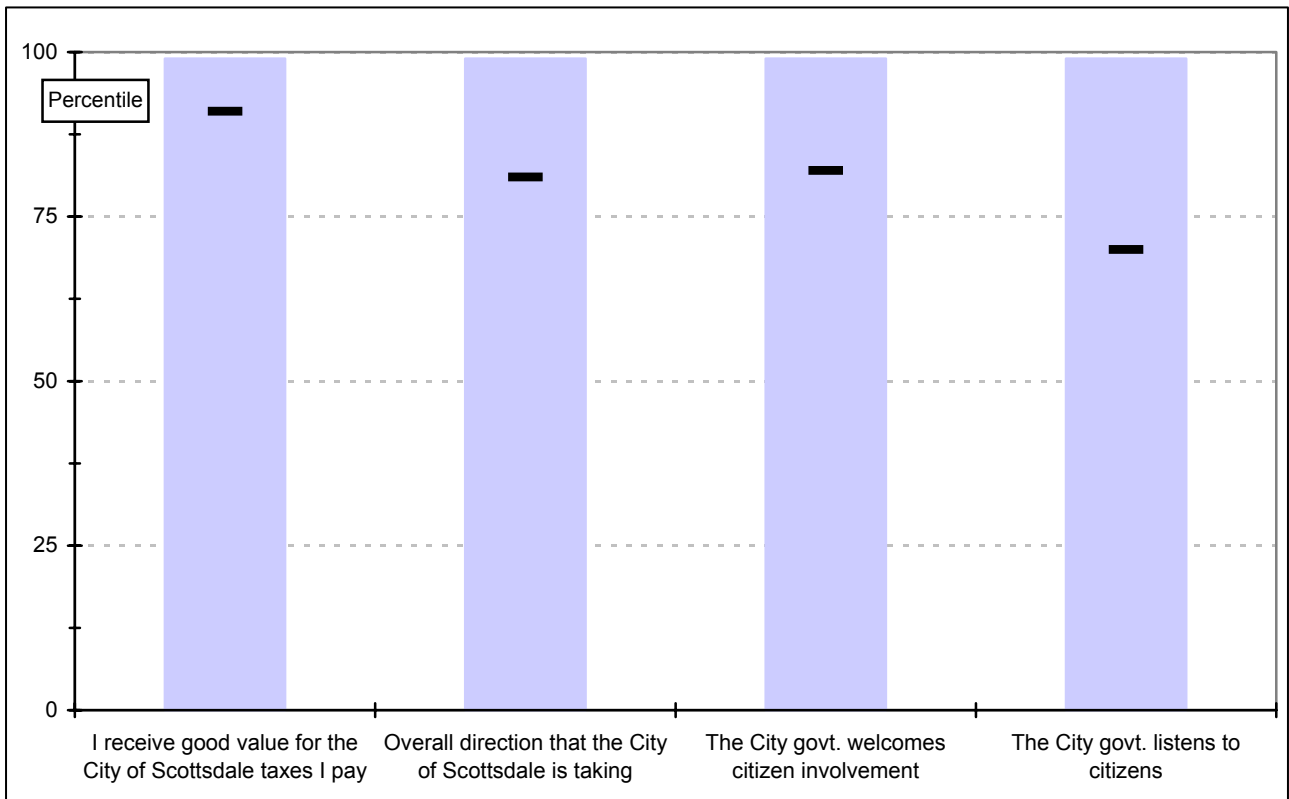
Figure 14b: Ratings of Public Trust

	City of Scottsdale Rating	Rank	Number of Jurisdictions for Comparison	City of Scottsdale Percentile	Comparison of Scottsdale Rating to Norm
I receive good value for the City of Scottsdale taxes I pay	73	5	44	91%ile	above the norm
Overall direction that the City of Scottsdale is taking	67	20	102	81%ile	above the norm
The City govt. welcomes citizen involvement	68	17	87	82%ile	above the norm
The City govt. listens to citizens	59	25	80	70%ile	above the norm

Figure 14c: Ratings of Public Trust (Regional)					
	City of Scottsdale Rating	**Rank**	**Number of Jurisdictions for Comparison**	**City of Scottsdale Percentile**	**Comparison of Scottsdale Rating to Norm**
I receive good value for the City of Scottsdale taxes I pay	73	2	12	92%ile	above the norm
Overall direction that the City of Scottsdale is taking	67	6	35	86%ile	above the norm
The City govt. welcomes citizen involvement	68	5	27	85%ile	above the norm
The City govt. listens to citizens	59	4	22	86%ile	above the norm

Appendix I: List of Jurisdictions included in National Normative Comparisons

Place	State	2000 Population
Homer	AK	3,946
Auburn	AL	42,987
Huntsville	AL	158,216
Phoenix City	AL	28,265
Fayetteville	AR	58,047
Fort Smith	AR	80,268
Hot Springs	AR	35,613
Little Rock	AR	183,133
Siloam Springs	AR	10,000
Chandler	AZ	176,581
Gilbert	AZ	109,697
Mesa	AZ	396,375
Phoenix	AZ	1,321,045
Safford	AZ	9,232
Sedona	AZ	10,192
Tempe	AZ	158,625
Tucson	AZ	486,699
Antioch	CA	90,532
Arcadia	CA	53,054
Bakersfield	CA	247,057
Berkeley	CA	102,743
Claremont	CA	33,998
Concord	CA	121,780
Coronado	CA	24,100
Cypress	CA	46,229
El Cerrito	CA	23,171
Encinitas	CA	54,014
Fremont	CA	203,413
Garden Grove	CA	165,196
Gilroy	CA	41,464
Hercules	CA	19,488
Highland	CA	44,605
La Mesa	CA	54,749
Lakewood	CA	79,345
Livermore	CA	73,345
Lompoc	CA	41,103
Long Beach	CA	461,522
Los Alamitos	CA	11,536

Place	State	2000 Population
Los Gatos	CA	28,592
Menlo Park	CA	30,785
Monterey	CA	29,674
Mountain View	CA	70,708
Novato	CA	47,630
Oceanside	CA	161,029
Oxnard	CA	170,358
Palm Springs	CA	42,807
Palo Alto	CA	58,598
Pasadena	CA	133,936
Pleasanton	CA	63,654
Pomona	CA	149,473
Poway	CA	48,044
Redding	CA	80,865
Ridgecrest	CA	24,927
Riverside	CA	255,166
Rosemead	CA	53,505
Sacramento County	CA	1,223,499
San Francisco	CA	776,733
San Jose	CA	894,943
San Luis Obispo County	CA	247,900
San Mateo	CA	92,482
San Rafael	CA	56,063
San Ramon	CA	44,722
Santa Clara	CA	102,361
Santa Clarita	CA	151,088
Santa Monica	CA	84,084
Santa Rosa	CA	147,595
Simi Valley	CA	111,351
Solana Beach	CA	12,979
South Gate	CA	96,375
Sunnyvale	CA	131,760
Temecula	CA	57,716
Thousand Oaks	CA	117,005
Torrance	CA	137,946
Visalia	CA	91,565
Walnut Creek	CA	64,296
Yuba City	CA	36,758
Arvada	CO	102,153
Boulder	CO	94,673
Boulder County	CO	291,288
Broomfield	CO	38,272
Castle Rock	CO	20,224
Denver (City and County)	CO	554,636
Englewood	CO	31,727
Fort Collins	CO	118,652
Golden	CO	17,159

Place	State	2000 Population
Greeley	CO	76,930
Greenwood Village	CO	11,035
Jefferson County	CO	527,056
Lafayette	CO	23,197
Lakewood	CO	144,126
Larimer County	CO	251,494
Littleton	CO	40,340
Longmont	CO	71,093
Louisville	CO	18,937
Loveland	CO	50,608
Northglenn	CO	31,575
Parker	CO	23,558
Thornton	CO	82,384
Vail	CO	4,531
Westminster	CO	100,940
Wheat Ridge	CO	32,913
Hartford	CT	121,578
Manchester	CT	54,740
New London	CT	25,671
Vernon	CT	28,063
West Hartford	CT	63,589
Wethersfield	CT	26,271
Dover	DE	32,135
Newark	DE	28,547
Altamonte Springs	FL	41,200
Boca Raton	FL	74,764
Bradenton	FL	49,504
Broward County	FL	1,623,018
Cape Coral	FL	102,286
Collier County	FL	251,377
Cooper City	FL	27,939
Coral Springs	FL	117,549
Deerfield Beach	FL	64,583
Delray Beach	FL	60,020
Fort Lauderdale	FL	152,397
Jacksonville	FL	735,617
Kissimmee	FL	47,814
Lee County	FL	454,918
Miami	FL	362,470
Miami-Dade County	FL	2,253,362
Ocoee	FL	24,391
Orange County	FL	896,344
Orlando	FL	185,951
Palm Bay	FL	79,413
Palm Beach County	FL	1,131,184
Palm Coast	FL	32,732
Pinellas County	FL	921,482

Report of Normative Comparisons

Place	State	2000 Population
Pinellas Park	FL	45,658
Port Orange	FL	45,823
Port St. Lucie	FL	88,769
St. Petersburg	FL	248,232
Tallahassee	FL	150,624
Walton County	FL	40,601
Atlanta	GA	416,474
Cartersville	GA	15,925
Columbus	GA	185,781
Douglas County	GA	92,174
Macon	GA	97,255
Milledgeville	GA	18,757
Savannah	GA	131,510
Adams County	IA	4,482
Ames	IA	50,731
Ankeny	IA	27,117
Cedar Rapids	IA	120,758
Clarke County	IA	9,133
Des Moines County	IA	42,351
Fort Dodge	IA	25,136
Fort Madison	IA	10,715
Indianola	IA	12,998
Iowa County	IA	15,671
Louisa County	IA	12,183
Marion	IA	7,144
Newton	IA	15,579
Polk County	IA	374,601
West Des Moines	IA	46,403
Lewiston	ID	30,904
Moscow	ID	21,291
Twin Falls	ID	34,469
Addison Village	IL	35,914
Decatur	IL	81,860
Downers Grove	IL	48,724
Elmhurst	IL	42,762
Evanston	IL	74,239
Highland Park	IL	31,365
Homewood	IL	19,543
Park Ridge	IL	37,775
Peoria	IL	112,936
Skokie	IL	63,348
St. Charles	IL	27,896
Streamwood	IL	36,407
Urbana	IL	36,395
Village of Oak Park	IL	52,524
Wilmette	IL	27,651
Fort Wayne	IN	205,727

Place	State	2000 Population
Gary	IN	102,746
Marion County	IN	860,454
Lawrence	KS	80,098
Overland Park	KS	149,080
Shawnee	KS	47,996
Wichita	KS	344,284
Ashland	KY	21,981
Bowling Green	KY	49,296
Lexington	KY	260,512
Jefferson Parish	LA	455,466
Orleans Parish	LA	484,674
Andover	MA	31,247
Barnstable	MA	47,821
Boston	MA	589,141
Brookline	MA	57,107
Worcester	MA	172,648
Greenbelt	MD	21,456
Rockville	MD	47,388
Ann Arbor	MI	114,024
Battle Creek	MI	53,364
Delhi Township	MI	22,569
Detroit	MI	951,270
East Lansing	MI	46,525
Grand Rapids	MI	197,800
Kentwood	MI	45,255
Meridian Charter Township	MI	38,987
Muskegon	MI	40,105
Novi	MI	47,386
Port Huron	MI	32,338
Rochester Hills	MI	68,825
Blaine	MN	44,942
Dakota County	MN	355,904
Duluth	MN	86,918
Eagan	MN	63,557
Golden Valley	MN	20,281
Grand Forks	MN	231
Mankato	MN	32,427
Maplewood	MN	34,947
Minnetonka	MN	51,301
Plymouth	MN	65,894
Polk County	MN	31,369
Richfield	MN	34,439
Roseville	MN	33,690
Scott County	MN	89,498
St. Clair Shores	MN	827
St. Paul	MN	287,151
Ballwin	MO	31,283

Place	State	2000 Population
Columbia	MO	84,531
Ellisville	MO	9,104
Kansas City	MO	441,545
Kirkwood	MO	27,324
Platte County	MO	73,791
Saint Joseph	MO	73,990
Saint Peters	MO	51,381
Springfield	MO	151,580
Biloxi	MS	50,644
Pascagoula	MS	26,200
Great Falls	MT	56,690
Yellowstone County	MT	129,352
Cary	NC	94,536
Charlotte	NC	540,828
Durham	NC	187,038
Greensboro	NC	223,891
Hickory	NC	37,222
Hudson	NC	3,078
Rocky Mount	NC	55,893
Wilmington	NC	90,400
Wilson	NC	44,405
Fargo	ND	90,599
Grand Forks	ND	49,321
Kearney	NE	27,431
Dover	NH	26,884
Merrimack	NH	25,119
Salem	NH	28,112
Hackensack	NJ	42,677
Medford	NJ	22,253
Willingboro Township	NJ	33,008
Albuquerque	NM	448,607
Los Alamos County	NM	18,343
Rio Rancho	NM	51,765
Taos	NM	4,700
Henderson	NV	175,381
North Las Vegas	NV	115,488
Reno	NV	180,480
Sparks	NV	66,346
Genesee County	NY	60,370
New York City	NY	8,008,278
Ontario County	NY	100,224
Rochester	NY	219,773
Rye	NY	14,955
Watertown	NY	26,705
Akron	OH	217,074
Cincinnati	OH	331,285
Columbus	OH	711,470

Place	State	2000 Population
Dayton	OH	166,179
Dublin	OH	31,392
Fairborn	OH	32,052
Huber Heights	OH	38,212
Kettering	OH	57,502
Shaker Heights	OH	29,405
Springfield	OH	65,358
Westerville	OH	35,318
Oklahoma City	OK	506,132
Albany	OR	40,852
Ashland	OR	19,522
Corvallis	OR	49,322
Eugene	OR	137,893
Gresham	OR	90,205
Jackson County	OR	181,269
Lake Oswego	OR	35,278
Multnomah County	OR	660,486
Portland	OR	529,121
Springfield	OR	52,864
Lower Merion Township	PA	59,850
Manheim	PA	4,784
Philadelphia	PA	1,517,550
State College	PA	38,420
Upper Merion Township	PA	28,863
Newport	RI	26,475
Columbia	SC	116,278
Mauldin	SC	15,224
Myrtle Beach	SC	22,759
Pickens County	SC	110,757
Rock Hill	SC	49,765
York County	SC	164,614
Aberdeen	SD	24,658
Cookville	TN	23,923
Franklin	TN	41,842
Knoxville	TN	173,890
Memphis	TN	650,100
Oak Ridge	TN	27,387
Arlington	TX	332,969
Austin	TX	656,562
Bedford	TX	47,152
Carrollton	TX	109,576
College Station	TX	67,890
Corpus Christi	TX	277,454
Dallas	TX	1,188,580
Denton	TX	80,537
DeSoto	TX	37,646
Fort Worth	TX	534,694

Place	State	2000 Population
Garland	TX	215,768
Grand Prairie	TX	127,427
Lewisville	TX	77,737
Lubbock	TX	199,564
Lufkin	TX	32,709
McAllen	TX	106,414
McKinney	TX	54,369
Missouri City	TX	52,913
Mount Pleasant	TX	13,935
Nacogdoches	TX	29,914
Pasadena	TX	141,674
Plano	TX	222,030
Round Rock	TX	61,136
Sugar Land	TX	63,328
Temple	TX	54,514
Victoria	TX	60,603
Bountiful	UT	41,301
Ogden	UT	77,226
West Valley City	UT	108,896
Albemarle County	VA	79,236
Bedford County	VA	60,371
Blacksburg	VA	39,357
Chesapeake	VA	199,184
Chesterfield County	VA	259,903
Hampton	VA	146,437
Hopewell	VA	22,354
James City County	VA	48,102
Lynchburg	VA	65,269
Norfolk	VA	234,403
Northampton County	VA	13,093
Prince William County	VA	280,813
Richmond	VA	197,790
Roanoke County	VA	85,778
Stafford County	VA	92,446
Virginia Beach	VA	425,257
Williamsburg	VA	11,998
Bellevue	WA	109,569
Bothell	WA	30,150
Kent	WA	79,524
Kitsap County	WA	231,969
Lynnwood	WA	33,847
Marysville	WA	12,268
Olympia	WA	42,514
Redmond	WA	45,256
Renton	WA	50,052
Richland	WA	38,708
Seattle	WA	563,374

Place	State	2000 Population
University Place	WA	29,933
Vancouver	WA	143,560
Walla Walla	WA	29,686
Appleton	WI	70,087
Eau Claire	WI	61,704
Janesville	WI	59,498
Kenosha	WI	90,352
Madison	WI	208,054
Marquette County	WI	15,832
Milton	WI	5,132
Superior	WI	27,368
Village of Brown Deer	WI	12,170
Wausau	WI	38,426
Winnebago County	WI	156,763
Laramie	WY	27,204

APPENDIX II: LIST OF JURISDICTIONS INCLUDED IN REGIONAL NORMATIVE COMPARISONS

Place	State	2000 Population
Homer	AK	3,946
Safford	AZ	9,232
Sedona	AZ	10,192
Gilbert	AZ	109,697
Tempe	AZ	158,625
Chandler	AZ	176,581
Mesa	AZ	396,375
Tucson	AZ	486,699
Phoenix	AZ	1,321,045
Los Alamitos	CA	11,536
Solana Beach	CA	12,979
Hercules	CA	19,488
El Cerrito	CA	23,171
Coronado	CA	24,100
Ridgecrest	CA	24,927
Los Gatos	CA	28,592
Monterey	CA	29,674
Menlo Park	CA	30,785
Claremont	CA	33,998
Yuba City	CA	36,758
Lompoc	CA	41,103
Gilroy	CA	41,464
Palm Springs	CA	42,807
Highland	CA	44,605
San Ramon	CA	44,722
Cypress	CA	46,229
Novato	CA	47,630
Poway	CA	48,044
Arcadia	CA	53,054
Rosemead	CA	53,505
Encinitas	CA	54,014
La Mesa	CA	54,749
San Rafael	CA	56,063
Temecula	CA	57,716
Palo Alto	CA	58,598
Pleasanton	CA	63,654
Walnut Creek	CA	64,296
Mountain View	CA	70,708
Livermore	CA	73,345
Redwood City	CA	75,402
Lakewood	CA	79,345
Redding	CA	80,865

Place	State	2000 Population
Santa Monica	CA	84,084
Antioch	CA	90,532
Visalia	CA	91,565
San Mateo	CA	92,482
South Gate	CA	96,375
Santa Clara	CA	102,361
Berkeley	CA	102,743
Simi Valley	CA	111,351
Thousand Oaks	CA	117,005
Concord	CA	121,780
Concord	CA	121,780
Sunnyvale	CA	131,760
Pasadena	CA	133,936
Torrance	CA	137,946
Santa Rosa	CA	147,595
Pomona	CA	149,473
Santa Clarita	CA	151,088
Oceanside	CA	161,029
Garden Grove	CA	165,196
Oxnard	CA	170,358
Fremont	CA	203,413
Bakersfield	CA	247,057
Bakersfield	CA	247,057
San Luis Obispo County	CA	247,900
Riverside	CA	255,166
Long Beach	CA	461,522
San Jose	CA	894,943
Sacramento County	CA	1,223,499
Vail	CO	4,531
Greenwood Village	CO	11,035
Golden	CO	17,159
Louisville	CO	18,937
Castle Rock	CO	20,224
Lafayette	CO	23,197
Lafayette	CO	23,197
Parker	CO	23,558
Parker	CO	23,558
Northglenn	CO	31,575
Englewood	CO	31,727
Wheat Ridge	CO	32,913
Littleton	CO	40,340
Loveland	CO	50,608
Longmont	CO	71,093
Greeley	CO	76,930
Thornton	CO	82,384
Boulder	CO	94,673
Westminster	CO	100,940
Arvada	CO	102,153
Arvada	CO	102,153

Place	State	2000 Population
Fort Collins	CO	118,652
Lakewood	CO	144,126
Douglas County	CO	175,766
Larimer County	CO	251,494
Boulder County	CO	291,288
Jefferson County	CO	527,056
Moscow	ID	21,291
Lewiston	ID	30,904
Twin Falls	ID	34,469
Great Falls	MT	56,690
Yellowstone County	MT	129,352
Taos	NM	4,700
Los Alamos County	NM	18,343
Rio Rancho	NM	51,765
Albuquerque	NM	448,607
Sparks	NV	66,346
North Las Vegas	NV	115,488
Henderson	NV	175,381
Reno	NV	180,480
Washoe County	NV	339,486
Ashland	OR	19,522
Lake Oswego	OR	35,278
Albany	OR	40,852
Tigard	OR	41,223
Corvallis	OR	49,322
Springfield	OR	52,864
Gresham	OR	90,205
Gresham	OR	90,205
Eugene	OR	137,893
Jackson County	OR	181,269
Portland	OR	529,121
Multnomah County	OR	660,486
Bountiful, UT	UT	41,301
Ogden, UT	UT	77,226
West Valley City, UT	UT	108,896
Marysville	WA	12,268
Walla Walla	WA	29,686
University Place	WA	29,933
Bothell	WA	30,150
Lynnwood	WA	33,847
Richland	WA	38,708
Olympia	WA	42,514
Redmond	WA	45,256
Renton	WA	50,052
Kent	WA	79,524
Bellevue	WA	109,569
Vancouver	WA	143,560
Kitsap County	WA	231,969
Seattle	WA	563,374

Report of Normative Comparisons

The National CITIZEN SURVEY™

APPENDIX II

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Place	State	2000 Population
Laramie	WY	27,204

APPENDIX III: FREQUENTLY ASKED QUESTIONS ABOUT THE CITIZEN SURVEY DATABASE

Q: What is in the citizen survey database?

A: National Research Center's database includes the results from citizen surveys conducted in over 300 jurisdictions in the United States. These are public opinion polls answered by more than 250,000 residents around the country. We have recorded, analyzed and stored responses to over 6,000 survey questions dealing with resident perceptions about the quality of community life and public trust and residents' report of their use of public facilities. Respondents to these surveys are intended to represent over 40 million Americans.

Q: What kinds of questions are included?

A: Residents' ratings of the quality of virtually every kind of local government service are included – from police, fire and trash haul to animal control, planning and cemeteries. Many dimensions of quality of life are included such as feeling of safety and opportunities for dining, recreation and shopping as well as ratings of the overall quality of community life and community as a place to raise children and retire.

Q: What is so unique about National Research Center's Citizen Survey database?

A: It is the only database of its size that contains the people's perceptions about government service delivery and quality of life. For example, others use government statistics about crime to deduce the quality of police services or speed of pot hole repair to draw conclusions about the quality of street maintenance. Only National Research Center's database adds the opinion of service recipients themselves to the service quality equation. We believe that conclusions about service or community quality are made prematurely if opinions of the community's residents themselves are missing.

Q: What is the database used for?

A: Benchmarking. Our clients use the comparative information in the database to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions, to measure local government performance. We don't know what is small or tall without comparing. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. So many surveys of service satisfaction turn up at least "good" citizen evaluations that we need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. We need to ask more important and harder questions. We need to know how our residents' ratings of fire service compare to opinions about fire service in other communities.

Q: So what if we find that our public opinions are better or – for that matter – worse than opinions in other communities? What does it mean?

A: A police department that provides the fastest and most efficient service—one that closes most of its cases, solves most of its crimes and keeps the crime rate low—still has a problem to fix if its clients believe services are not very good compared to ratings received by objectively "worse" departments.

National Research Center's database can help that police department – or any city department – to understand how well citizens think it is doing. Without the comparative data from National Research Center's database, it would be like bowling in a tournament without knowing what the other teams are scoring. We recommend that citizen opinion be used in conjunction with other sources of data to help managers know how to respond to comparative results.

Q: Aren't comparisons of questions from different surveys like comparing apples and oranges?

A: It is true that you can't simply take a given result from one survey and compare it to the result from a different survey. National Research Center, Inc. principals have pioneered and reported their methods for converting all survey responses to the same scale. Because scales responses will differ among types of survey questions, National Research Center, Inc. statisticians have developed statistical algorithms, which adjust question results based on many characteristics of the question, its scale and the survey methods. All results are then converted to the PTM (percent to maximum) scale with a minimum score of 0 (equaling the lowest possible rating) to a maximum score of 100 (equaling the highest possible rating). We then can provide a norm that not only controls for question differences, but also controls for differences in types of survey methods. This way we put all questions on the same scale and a norm can be offered for communities of given sizes or in various regions.

Q: How can managers trust the comparability of results?

A: Principals of National Research Center, Inc. have submitted their work to peer reviewed scholarly journals where its publication fully describes the rigor of our methods and the quality of our findings. We have published articles in *Public Administration Review, Journal of Policy Analysis* and *Management* and *Governing,* and we wrote a book, *Citizen Surveys: How to do them, how to use them, what they mean,* that describes in detail how survey responses can be adjusted to provide fair comparisons for ratings among many jurisdictions. Our work on calculating national norms for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.